

# Leadership Excellence Through Accelerated Development (LEAD)

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West Lafayette, IN  
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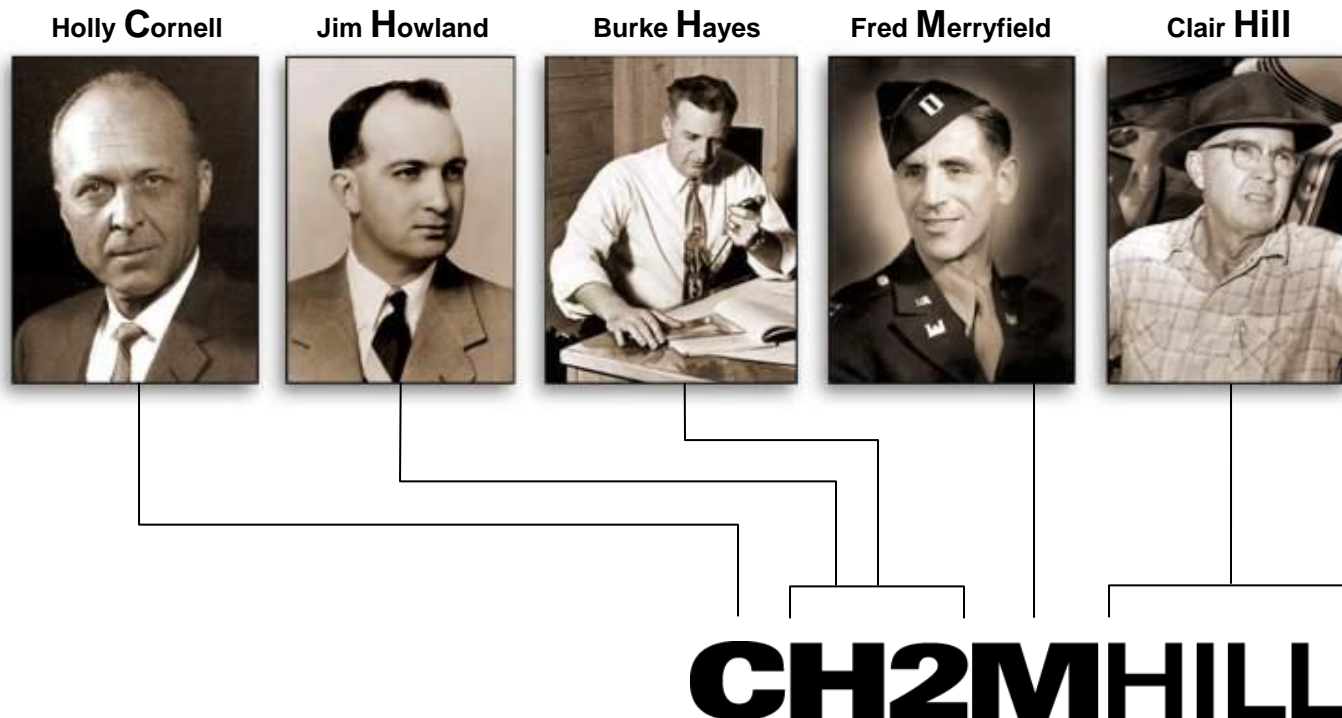


# Outline

- > About CH2M HILL
- > Overview of the LEAD Institute
- > Intended Outcome of the Program
- > Elements of the LEAD Institute
- > Discussion

# Founded on Values

Established in 1946, CH2M HILL operated from its very beginning on **four simple values**: take care of clients, deliver high-quality work, do right by employees, and stay true to our culture of integrity and honesty.



# CH2M HILL Today

We are an industry leader in consulting, design, design-build, operations and program management.



Headquartered in Englewood, Colorado, USA

More than 26,000 employees

US\$6.6 billion in revenue

Employee-owned

Broadly diversified across multiple business sectors

Actively working in 60+ countries worldwide

# Diverse Business Portfolio



As a global leader in full-service consulting, design, design-build, operations and program management services, we help our clients build a better world in the areas of:

**Energy**

**Environment & Nuclear**

**Facilities & Urban Environments**

**Transportation**

**Water**

## Internal Learning & Development Organization

### > University Schools

- Business & Risk Management
- Business Development
- Ethics & Compliance
- **LEAD Institute**
- Leadership & Management
- Health, Safety, and Environment (HSE)
- Project Management
- Program Management
- Technology & Innovation

## Leadership **E**xcellence through **A**ccelerated **D**evelopment

- > Consistent approach for identifying and accelerating development of high-potentials across enterprise
- > Target those with demonstrated skills, potential, aspiration
- > Roles requiring strategic, operational, and leadership capabilities
- > Year-long curriculum
- > Approx. 100 – 150 participants each year
- > More than 450 graduates to date



# LEAD Candidate Requirements

To be nominated, an employee must:

- > Be a Leader of Individual Contributors, or of Managers
- > Stand out as emerging leader, ability to move up 2 levels
- > Demonstrate potential to contribute to the firm's most critical current and future business needs
- > Demonstrate aspiration for career development, growth

Selection process:

- > Nominations based on criteria noted above
- > Candidates from all markets, functions, and geographies
- > Number of participants based on available resources



# LEAD Framework

Program activities include:

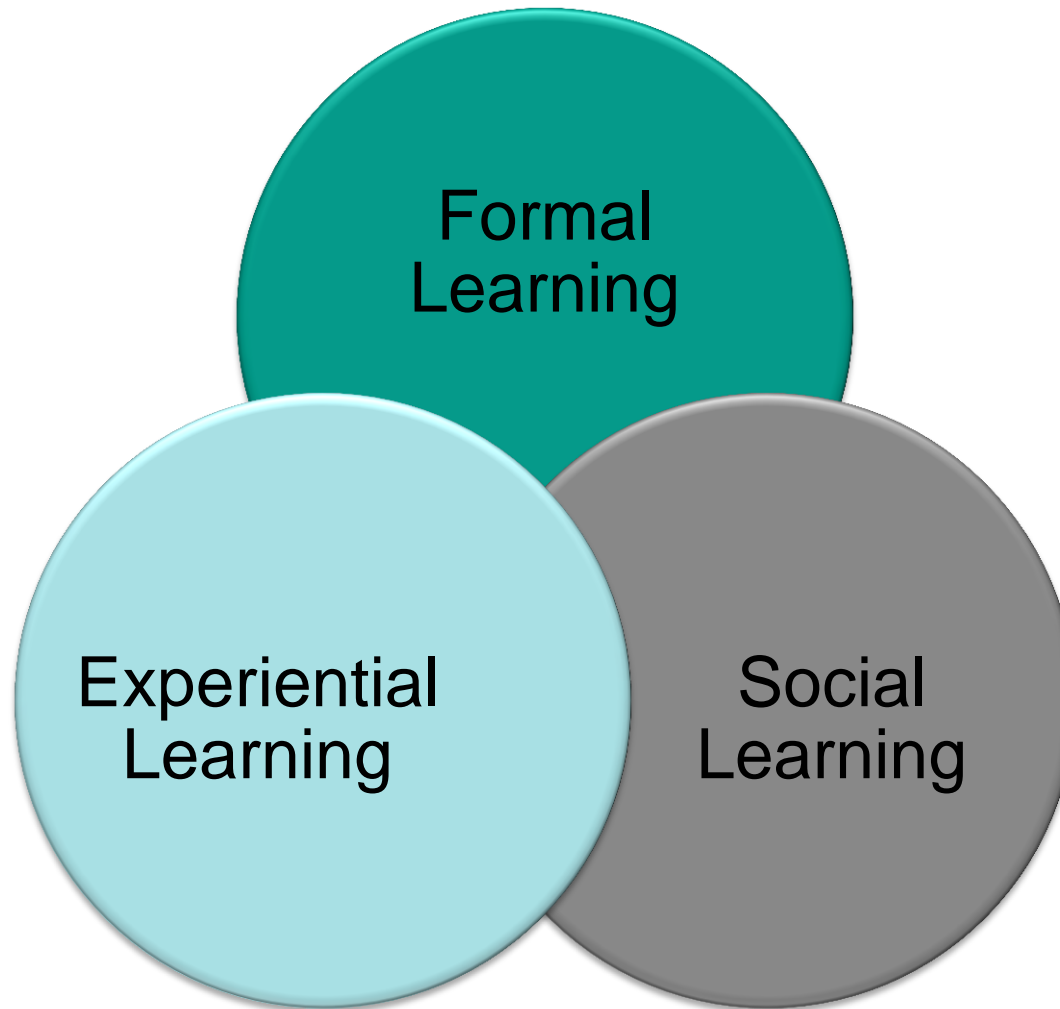
## > Formal Learning

- School of Leadership & Management classes
  - *Accelerating Business Results*
  - *Leading Leaders*
- LEAD Forum Series topics
- Hogan Assessment
- Individual Development Plans (IDP)

## > Informal Learning

- Action Learning Project (ALP)
- Mentor & Sponsor meetings

# LEAD Institute Framework Overview

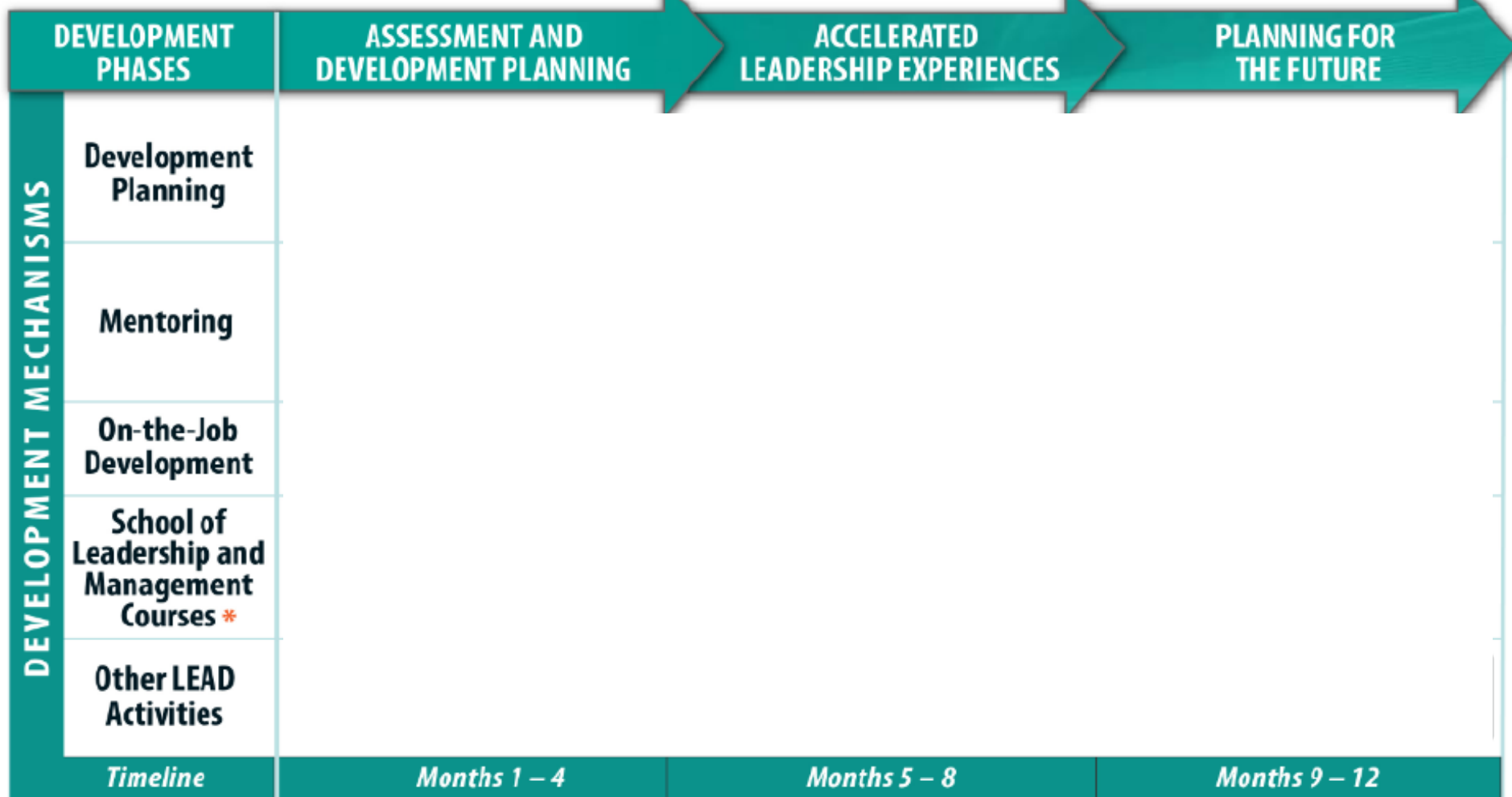


# Program Outcomes

- > Create a strong bench of well-prepared leaders
- > Enhance organizational effectiveness through leaders
- > Experience leadership opportunities outside of comfort zone
- > Exposure to new parts of enterprise and build network
- > Achieve long-term goal of development, retention, and long-term career engagement

# LEAD Institute Framework

## LEAD INSTITUTE FRAMEWORK



\* Courses can be taken in any order.

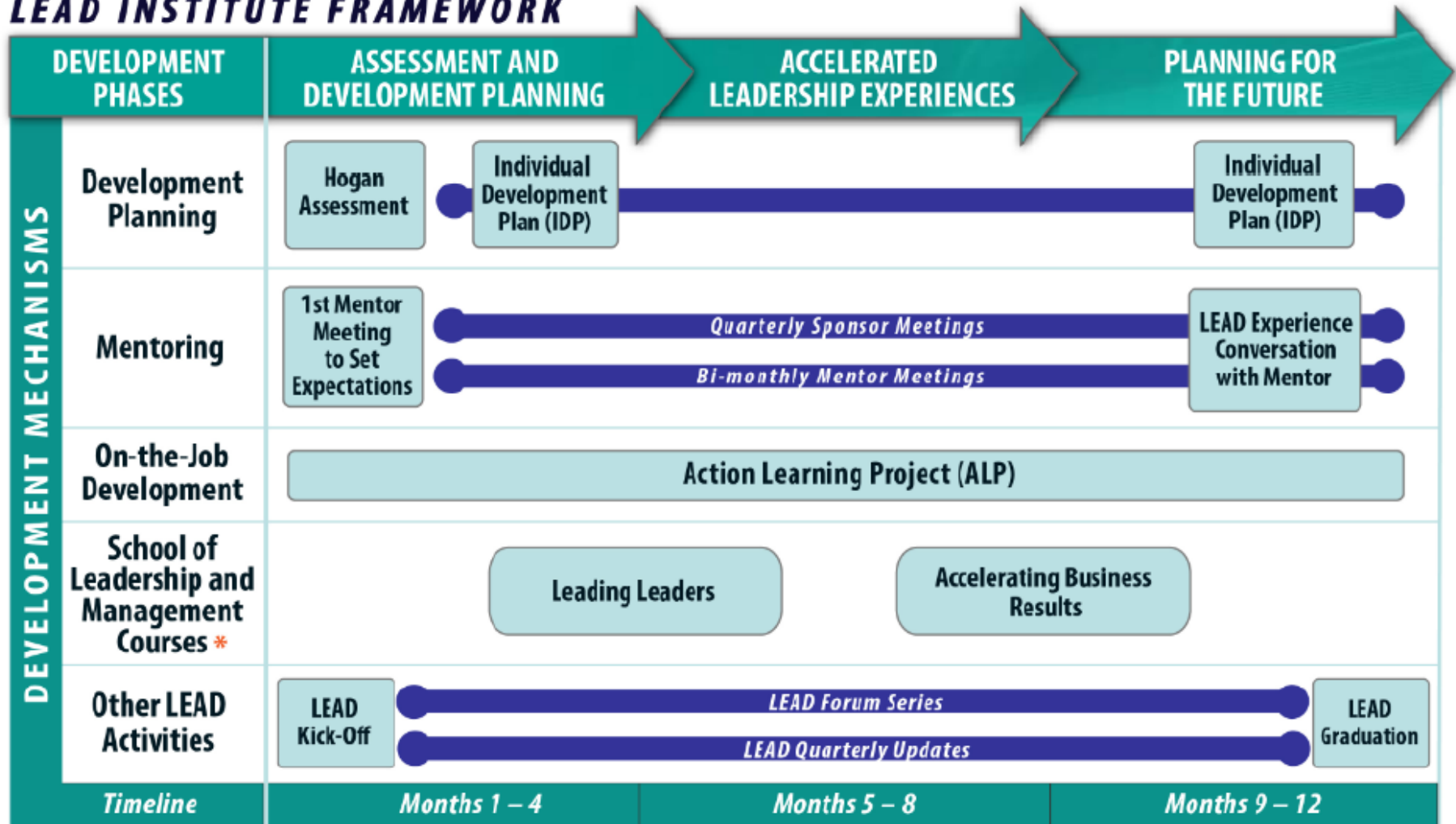


CH2M HILL  
University

choose to learn every day

# Program Elements

## LEAD INSTITUTE FRAMEWORK



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# Hogan Assessment

- > From “Hogan Leadership Forecast Series”
- > Provides insight to an individual's:
  - Core values (what they want out of life)
  - Inherent traits which help them achieve goals (leadership potential)
  - Inherent characteristics which could interfere (derailment)
- > Complete on-line assessment (participants and observers)
- > Participant receives results during coaching session
  - Capitalize on performance strengths
  - Target development needs
  - Action plan for personal growth

# Individual Development Plan (IDP)

- > Tool designed to:
  - Assess strengths and weaknesses
  - Identify development opportunities
  - Establish career goals
  
- > Part of normal Performance Enhancement Process (PEP)
  
- > Framework to document strategic steps and written record of aspirations that supervisors and mentors use to solicit future growth opportunities



# Sample IDP



**CH2MHILL**

## INDIVIDUAL DEVELOPMENT PLAN (IDP)

Name: Pat Employee

Date: January, 2014

Period Covered: One Year

Current Position: Engineer

Supervisor: Sam Supervisor

Development goals and actions should be designed to enhance skills and capabilities for current work and possible future positions. They should be linked to needs identified through the PEP process. The development plan should be discussed with your supervisor to get agreement and support.

Short Term (1-3 years) Career Goal: (Enter as many goals as you would like)

Begin working at a higher level and allow those that I work with to also develop skills necessary to move up in the organization. Train my staff to begin taking on tasks/projects that will help me focus on high level project/decisions. Identify projects that will help me get the experience and find a project manager who can help mentor me as I begin to explore new area.

Longer Range (3-5 years) Career Goal: (Enter as many goals as you would like)

Become a Certified Project Manager.

Development Need	Development Action	Support Needed	Target Date	Expected Outcome
<i>What specific skills, competencies, and knowledge do you need to acquire?</i>	<i>What action will enable you to meet your development need?</i>	<i>What budget, time, feedback, or other resources are needed?</i>	<i>By when will you complete the action?</i>	<i>What will you be able to do differently as a result?</i>
Delegation	I will identify opportunities to delegate tasks and/or projects to those that I work with. Also, I need to identify projects that will benefit both myself and my colleagues. Finally, I need to request opportunities to be involved in high level decision making.	I will need to keep open communication with my supervisor to express my interest and gain opportunity. I will also need to set expectations with those that I will be delegating to.	I will find 3 different opportunities to delegate before July and 2 opportunities to take on a high level project/task before August.	I will be more effective and efficient in how I work. I will provide development opportunities for my staff and I will work at a higher level within the organization.

# Roles and Responsibilities

- > Participant
- > **Mentor**
- > Sponsor
- > Supervisor
- > LEAD Institute Team & OneHR



# Mentoring Role

- > 1<sup>st</sup> mentor meeting to set expectations
  - Establish expectations and goals for the mentoring relationship
- > Bi-monthly mentor meetings to provide the following:
  - Guidance and feedback on work behaviors and applicable competencies
  - Guidance on IDP and the ALP
  - Networking opportunities
  - Insight on how to get the most out of the LEAD experience
- > LEAD experience conversation
  - Review/revise the IDP to establish a path forward

# On the Job Development

## Action Learning Project (ALP)

- > Short-term project (complete within 12-months)
- > Potential to provide significant impact to the business
- > Provides learning opportunity for LEAD participant

## Project selection and team assignments

- > Projects identified by Market/Regional leadership teams
- > LEAD participants assigned based on declared preference
- > Project teams work on projects, addressing strategic needs
- > At conclusion, project teams present to leadership

# Sample ALPs

- > “Increasing Transportation Market’s profitability through \_\_\_\_ (delivery model) \_\_\_\_”
  - Assessment, alternative analysis, recommended business model, guidelines for business development
  
- > “Highway/Bridge Market Segment \_\_\_\_ (new service offering) \_\_\_\_ in North America”
  - Market opportunity, SWOT analysis, strategy for success
  
- > “Becoming Industry Leaders in \_\_\_\_ (specific technology) \_\_\_\_”
  - Global assessment of current position, SWOT analysis, recommended steps to achieve industry leadership

# School of Leadership and Management Courses

## *Leading Leaders*

- > Two-day course
- > Teaches critical skills necessary to lead managers in the business
- > Uses CH2M HILL case study to apply learning

## *Accelerating Business Results*

- > Highly-interactive and challenging two-day course
- > Provides concepts and tools that assist in:
  - making interactions a strategic advantage
  - enabling the creation of value faster than competitors
  - maintaining a competitive advantage regardless of circumstance

# Lead Forum Series

- > Six one-hour virtual LiveMeetings conducted throughout year
- > Various topics with direct applicability for LEAD participants
  - *CEO Kickoff*
  - *Building Your Personal Development Network*
  - *Developing and Utilizing the IDP*
  - *Career Development and CH2M HILL Strategy*
  - *Building Effective Teams*
  - *Leading Teams for Maximum Effectiveness*



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# Questions



...or time for lunch?

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